MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

SECTION 4.0

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4.1a(1) Fort Detrick strives to accurately measure the performance of our base support services through the ISR (Figure 6.1.3). These metrics provide the backbone of our performance measurement process. The process for selection and life cycle management of performance measures is as follows:

FIGURE 4.1

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Identify needs for new or enhanced performance measures.	The PI2P (Figure 6.1.2) is followed to design, improve or establish new services. Functional experts provide potential performance measurements as part of the process package.
Select proper performance measure.	Final performance measures are recommended by functional experts and managers and approved by the BOD and Commander using the PI2P (Figure 6.1.2). Benchmarks from outside sources are used (i.e., national, state, and local government, industry standards, etc.).
Collect performance measure information.	Performance information is collected through data calls. Plans are underway for a Fort Detrick Metric Repository (FDMR) where information can be loaded, maintained and archived electronically. The Army ISR Program Office is working with Fort Detrick to develop a prototype system that may proliferate to all Army installations.
Analyze performance measure information.	Information is analyzed by functional experts, managers, directors and the Commander in preparation for review [6.1a(4)]. The FDMR will facilitate more sophisticated analyses and provide data mining and trend analyses.
Communicate performance measure information.	Information is available electronically and/or in hard copy. The FDMR will be the source of all information on the Post.
Use of performance measure information for decision-making and innovation.	Information is utilized as a decision support tool to evaluate and make decisions on current processes; identify areas of vulnerability and weakness; prioritize resources; and identify potential process improvements and innovations.
Improve and evaluate performance measures.	USAG personnel routinely participate in outside agency workshops, meetings and process teams to evaluate and improve measures.

4.1a(2) Fort Detrick has chosen several sources of key comparative information based on their applicability to the Army mission and the baseline services we provide. Examples include:

Accumulated performance measures and metrics from other Army installations are available utilizing the ACSIM ISR database. Fort Detrick services are compared with other USAGs to find facilities with best practices; partners for joint ventures; opportunities for sharing resources and providing services to other installations; and comparing our progress over time.

During the recent MEO development, service orders and preventive maintenance actions were benchmarked against industry data contained in RS Means and DOD Engineering Performance Standards (EPS) in order to develop a target budget for the Fort Detrick MEO.

Compliance with security, environmental and safety regulations requires the use of comparative information supplied by regulatory agencies (i.e., EPA, OSHA, FDA, etc.) (see Figure 3.3).

4.1a(3) PMR and R&A sessions are essential to evaluating and modifying existing processes and identifying and implementing new processes [Section 6.1a(6)]. Each process requires that functional experts suggest changes to current performance measures or develop new measures. Since these reviews are held regularly, we are able to rapidly explore and make changes caused by external environmental factors and the evolving military mission in the world. As a recent example, implementation of information assurance processes and software updates to the workstation was changed to utilize the Microsoft System Management Server (SMS) package. At a recent Army workshop on Information Technology and Visual Information (IT/VI) Metrics, Fort Detrick representatives collaborated with several participants from other bases to author a new metric documenting the success rate of tools similar to SMS. This new process is currently in the draft Army IT/VI metrics documentation for introduction in FY05.

4.1b(1) The following chart depicts analyses performed for R&A meetings, PMRs and Productivity Improvement Reviews (PIR) and the impact they have on daily operations, Army readiness and strategic planning:

FIGURE 4.2

INFORMATION SHARING PROCESSES	ANALYSES	DAILY OPERATIONS	ARMY READINESS	STRATEGIC PLANNING
Installation Status Reports	Performance Against Target [6.1a (4)]		X	
	Trend Analysis		X	X
Performance Improvement Reviews	Performance Against Target	X		
	Cost and Performance	X		
	Trend Analysis	X		
Review and Analysis	Trend Analysis	X		
	Performance Against Target	X	X	X
Balanced Score Card	Performance Against Target		X	X

4.1b(2) Results of organizational-level analyses are available electronically or via hard copy. The FDMR will be the single source of all performance measurement information for USAG. Results and analyses will be available through a report menu on the Fort Detrick Intranet, with proper security controls to ensure that results are only accessed by appropriate USAG personnel.

4.2a(1) Data and information are provided at Fort Detrick in the following ways:

FIGURE 4.3

METHODOLOGY	TYPES OF DATA	AUDIENCE	EXAMPLES
Internet Web Site	Information and data that is non-sensitive in nature.	General public, tenants, vendors, Fort Detrick community, military and other government visitors	USAG Directory Fort Detrick Tenants Index of Services Area B Cleanup Voting & Tax Assistance Heat Stress Indicator Calendar of Events Surveys [6.1a (4)] Training (5.2a)
Extranet Web Site	Sensitive-in-nature information	Fort Detrick community	Fort Detrick policies, regulations, handbooks, plans, bulletins and minutes Forms Early Bird Link (Armed Forces Information Services)
Intranet Web Site	Sensitive information and data.	USAG Employees	Civilian Personnel Process [5.1a (3)] Newsletters, managerial tools, unit training information, committee minutes and meeting notices [5.1a (4)]
Army Knowledge Online (AKO)	Comprehensive source of all Army sensitive information and data	Army Personnel	Army policies, regulations, handbooks, plans, bulletins and minutes Army functional information (5.2a) Army installation information
Electronic Mail Public Folders	USAG and Army information and data	Fort Detrick Community	Estimated Utility Consumption [6.1a (3)]
Army Systems	Performance measures	USAG leadership and functional experts.	ISR Measures IT/VI Measures
Directorate Systems	Directorate Information	Directorate employees	GIS (Graphic Information System) IFS (Integrated Facilities System) VIAMS (Visual Information Automated Management System)
Fort Detrick Metric Repository	Performance Measures	USAG Employees	MEO Measures ISR Measures IT/VI Measures

4.2a(2) The DOIM provides reliable and secure information management and information technology (IM/IT) that adheres to existing DOD, Army, US Army Network Enterprise Technology Command (NETCOM), and MEDCOM standards utilizing the following:

- Restricted access computer facility houses information technology infrastructure that includes a server farm, storage area network, web-hosting facility, and communications infrastructure.
- Computer facility has battery and generator backup to provide power fail-over capabilities.
- Security is provided by a series of firewalls, intrusion detection systems, and proxy servers that meet all requirements of the Army Computer Emergency Response Team (ACERT) regulations and processes.
- Customer Support Center (CSC) provides telephone customer support 24 hours a day/ 7 days a week including non-priority immediate access to technicians 12 hours a day/5 days a week.
- All solutions undergo developmental testing by engineers in a beta environment (if possible) or at pre-arranged times on production machines. When engineers deem the solution ready for production, operational testing is conducted by a selected subset of Fort Detrick users to verify that the solution is operationally viable. The duration of the testing is contingent on the complexity or risk associated with the solution. If operational testing is successful, notice will be given to stakeholders and the solution will be implemented with minimal disruption.

4.2a(3) A configuration management process is currently being reviewed by the Corporate Board. It strengthens and fortifies the existing process at Fort Detrick and adheres to a new draft policy developed by the Army. The IM/IT infrastructure is reviewed and refreshed through regular operational changes that are routinely handled by a Configuration Monitoring Board (CMB). Significant changes are referred to the Fort Detrick Installation Configuration Control Review Board (FDICCRB), which commissions engineering studies and develops business cases for the introduction of new technologies or the modification of old technologies. New technologies and systems information are received from the Gartner Group, Army/DOD IT research and development laboratories, and industry groups.

4.2b(1) Organizational knowledge is managed through the following processes and tools:

- PIRs disseminate best practice initiatives.
- Meetings and workshops with stakeholders (Figure 3.3).
- AKO contains the body of Army regulations and knowledge.
- Fort Detrick web sites including Internet, extranet and intranet access (Figure 4.3).
- DIS databases contain accumulated knowledge of the Fort Detrick infrastructure.
- CSRs and CAMs provide a single point of contact to refer customers to the right service or provider.

4.2b(2) Fort Detrick provides information assurance of its organizational knowledge in the following ways:

FIGURE 4.4

PROPERTY	DESCRIPTION
Integrity	IT infrastructure is continuously monitored to ensure no abnormalities or intrusions will alter the information.
Timeliness	IT infrastructure is monitored to detect deficiencies and then properly sized to provide timely access to information. The Army provides an assessment and correction of infrastructure deficiencies through the I3MP.
Reliability	Equipment is continuously monitored to detect any media or communications failures.
Security	Security consists of a series of firewalls, intrusion detection systems, proxy servers and password protection to meet all requirements of ACERT regulations and processes.
Accuracy	Data/information are checked by the originator and validated by an informed third party.
Confidentiality	Some information falls into existing confidentiality standards such as Top Secret, Secret, For Official Use Only and Health Insurance Portability and Accountability Act of 1996 (HIPAA). Each has regulations and processes designed to protect the information. Electronic storage is segregated into areas that can have unrestricted or restricted access.